HUMAN RESOURCES AND EQUAL OPPORTUNITY AND COMPLIANCE
Human Resources

SHRA Employee
Layoff Resource Guide

CONTENTS

Employee Resource Guide Overview

This guide is intended for SHRA career status employees who have received official written notification of imminent separation due to layoff under the University's SHRA Layoff Policy.

Employees who may be separated outside of the layoff policy and who are not eligible for layoff benefits include:

- permanent employees regularly scheduled less than 20 hours/week
- permanent employees with time-limited appointments
- probationary employees
- temporary employees

The information contained in this guide is intended to summarize State and University policy. It should be understood that explanations in this summary cannot alter, modify, or otherwise change the controlling policies or General Statutes in any way, nor can any right accrue by reason of any inclusion or omission of any statement in this guide. The most current information will always be found at the Office of State Human Resources website at https://oshr.nc.gov/ and the Office of Human Resources (OHR) website at https://hr.unc.edu/employees/policies/shra-policies/layoff-shra/.

Employee Layoff Checklist

As you go through the layoff process, you will have many options to consider. To help keep track of questions to ask and deadlines to meet, please refer to the following checklist:

Check if Completed	Employee Task	Employee's Notes and Comments
☐	1. **Initial Notice.** Receive and sign written layoff notification letter and receive the following documents from your department: ☐ Layoff Notification Letter ☐ Employee Assistance Program Brochure ☐ SHRA Dispute Resolution & Grievances policy ☐ SHRA Employee Layoff Resource Guide (this document)	
☐	2. **Layoff Information Session.** Attend the layoff information session provided by Office of Human Resources. Topics that will be covered: ☐ SHRA Employee Layoff Resource Guide ☐ Severance Eligibility and Calculations ☐ Re-Employment Priority Consideration (for eligible employees) ☐ Severance Pay Schedules ☐ Confirmation of Home Address ☐ Options for Continuation of Benefits ☐ Filing for Unemployment Insurance Benefits ☐ Tools for Your Job Search	
☐	3. **Payroll Dates.** Confirm the dates of your final paycheck, leave payout, and severance payments with your OHR Transition Specialist, if applicable. ☐ Date for Last Paycheck/Leave Payout ___________ ☐ Date for First Severance Check ___________ ☐ Date for Last Severance Check ___________	
☐	4. **Return Benefits Paperwork.** Submit benefit continuation forms within specified timeframes as reviewed by your Benefit Consultant in the Layoff Information Session. ***Benefits Forms Due By:*** _________________	
☐	5. **Return Work Items.** Return the following to your supervisor or department representative no later than your last day of work (if applicable): ☐ UNC OneCard ☐ Department Badge ☐ UNC Cell Phone/Tablet ☐ Keys ☐ P-Card ☐ Uniform ☐ Computer Equipment/Laptops ☐ Other: ____________________	

Check if Completed	Employee Task	Employee's Notes and Comments
☐	6. **Guest ID.** Your UNC Onyen, your UNC-Chapel Hill username, and your University email will be deactivated upon termination. Once your account is deactivated, you may sign-up for a Guest ID so that you can access your paycheck data on ConnectCarolina. Information on how to get a Guest ID can be found at: https://account.itsapps.unc.edu/guestid/create	
☐	7. **Paycheck Checklist.** Review your final paycheck(s) and verify that it includes the correct payouts or deductions. ☐ Vacation Leave (max: 240 hours) ☐ Bonus Leave, if applicable ☐ Overdrawn Leave (negative leave balance deducted from final pay) ☐ Comp Time Off ☐ Other Paid Time-Off ☐ Longevity (pro-rated) ☐ Other: _____________	
☐	8. **Priority Re-employment.** When applying for state employment, be sure to indicate on your application that you are a layoff candidate (if you have re-employment priority). For additional information on layoff priority re-employment, refer to the SHRA Employee Layoff Resource Guide. ***Notification Date:*** ________________ ***Last Day of Layoff Priority Status*:** ________________	
☐	9. **Tax/W-2.** Your W-2 information will be available after January 31 of the year following separation. You can access your W-2 information along with your paystubs electronically using your Guest ID through the self-service center in ConnectCarolina.	

RESOURCES FOR LAYOFF-RELATED ISSUES

The University recognizes that a layoff presents significant and often difficult life changes for employees. Several State and University resources exist to assist you with this transition.

Office of Human Resources

- **Transition Specialist** in the Employment and Staffing Department can assist you with issues related to your severance pay, priority reemployment status, and initial coordination with Lee Hecht Harrison's career transition counseling services. Contact the Transition Specialist at (919) 843-2300.

- **Employee & Management Relations (EMR) Consultant** assigned to work with your department can assist you with understanding the layoff policy. To contact your EMR Consultant, call (919) 843-3444.

- **Benefits Consultant** assigned to work with your department can assist you with questions related to your benefits. To contact your Benefits Consultant, call Benefits Administration at (919) 962-3071 or send an email to benefits@unc.edu.

Employee Assistance Program

The University provides a confidential service called the Employee Assistance Program (EAP) through ComPsych Guidance Resources. The EAP can provide assistance for a wide variety of work-related and personal concerns. The ComPsych EAP consultant provides a first contact for you in discussing these issues and may provide resource and referral information if you would like assistance on an ongoing basis. Eligibility to participate in this program for layoff candidates continues past your last day of work and ends 12 months after the date that you received the written notification of your layoff.

Working together, you and the EAP consultant can explore ways to address your needs (long-term or short-term). It may be necessary for you to seek additional assistance from other resources. The EAP consultant is knowledgeable about resources in the community and is committed to putting you in touch with the professionals that can provide services to meet your specific needs. For some situations, it may be important for employees to understand related policies, procedures, and benefits. The EAP consultant can help you by providing clarity on such issues and by providing contacts for further information.

There is no cost for initial consultations provided by the EAP. However, you would be responsible to pay any costs related to on-going resources or referrals discussed with the EAP Consultant. The University respects the privacy of those who are trying to cope with work-related or personal concerns. The Office of Human Resources assures strict confidentiality for those who contact or meet with EAP Consultants, and EAP does not report back to the University on individual cases.

For more information, or to schedule an appointment with a counseling professional, contact: ComPsych Guidance Resources (24 hours a day, 7 days a week) at 877-314-5841. Online resources are available at www.guidanceresources.com, Organization Web ID: **TARHEELS**.

SEVERANCE PAY

Eligibility

Severance pay provides SHRA career status employees a short continuation of income after a layoff separation. Receiving severance pay is contingent upon the approval of the Office of State Human Resources (OSHR) and the Office of State Budget Management (OSBM). This is not an automatic benefit. Your estimated benefit and payment schedule will be discussed with you in the layoff information session.

Severance pay comes in two types. The first is based on your length of total state service and the second is based on an age adjustment.

Service Payment: The salary continuation portion of severance pay is based on your total state service and base salary as defined in the table below. The base salary is defined as your last annual salary. However, if you were promoted within the last 12 months, the salary used to calculate severance pay is the annual salary prior to the promotion plus any across-the-board legislative salary increases.

Total State Service	Payment
Less than 1 year	Not eligible
At least 1 year but less than 5 years	1 month base salary
At least 5 years but less than 10 years	2 months base salary
At least 10 years but less than 20 years	3 months base salary
At least 20 years or more	4 months base salary

Annual base salary for the calculation is pro-rated for part-time employees. The “full-time equivalent” (FTE) for an employee working 40 hours per week is 1.0. For an employee who works 30 hours per week, the FTE is 0.75, or 75% of the annual base salary.

Age Adjustment Payment: In addition to the service payment, severance pay includes an age-adjustment of 2.5% of your annual salary for each full year of age over 39 that you have at the time of your separation. The age adjustment recognizes that older employees, although protected by Federal law from discrimination on the basis of age, may have a more difficult time finding new employment. However, the age adjustment amount cannot be greater than the service payment amount.

Example: An employee, age 51, with $36,000 annual salary ($3,000/month) and 10 years of state service.

Service Payment: 3 months annual salary (3 months x $3,000/month) = $9,000

+ Age Adjustment: Age 51 minus 39 years = 12 years

$36,000 x 12 years x 2.5% = $10,800

(Although the age adjustment total is $10,800, the amount cannot be greater than the service payment, so in this case, the age adjustment payment will be capped at $9,000.)

Total Severance = $9,000 service + $9,000 age adjustment = $18,000

Number of Payments = The total severance will be paid over 3 months (or 6 biweekly pay periods)

The Transition Specialist submits an estimated severance pay request to the OSBM through OSHR and OSBM makes a determination on the request. The Transition Specialist will inform you of any changes to the estimated amount.

SEVERANCE PAY

Additional Information About Severance Payments

- Severance payments are direct-deposited.
- Federal and state taxes and FICA will be withheld from severance payments, but deductions for retirement or other benefit programs will not be withheld.
- Severance payments are not included when calculating compensation for retirement purposes, and the time period during which you receive severance payments does not contribute to your total state service calculation.
- Employees who are eligible for retirement may delay retirement until all severance payments are received.
- Some employees may be eligible for Discontinued Service Retirement as an alternative to severance pay. Refer to the North Carolina Retirement Systems Discontinued Service Retirement website for more information.
- Employees cannot receive unemployment benefits while receiving severance payments.
- If an employee dies while receiving severance salary continuation, the balance of severance payment shall be made to the deceased employee's death benefit beneficiary as designated with the Teachers' and State Employees' Retirement System in a lump sum payment.

Severance payments will be discontinued if:

- You decline an offer of *any* employment with the State, regardless of the salary grade, competency level market rate, or salary rate offered, either prior to or following separation (severance will cease effective the date the offer is declined); or,
- You resume permanent, time-limited, or temporary State employment (severance will cease effective the date of the transfer or reinstatement); or,
- You apply for or begin receiving retirement benefits based on early retirement, service retirement, long-term disability or a discontinued service retirement as provided by G.S. 126-805. You may choose to delay retirement until severance salary continuation has ended.

LAYOFF PRIORITY RE-EMPLOYMENT CONSIDERATION

Eligibility

Re-employment priority consideration is intended to assist layoff candidates to return to state service. SHRA employees with career status who have received official written notification of separation due to layoff (reduction-in-force) are eligible for priority consideration under the provisions outlined below.

You have "Career Status" if you have been in a permanent appointment in a permanent position at a State agency, University and/or local government entity for the immediate 12 preceding months (or 24 months for some law enforcement positions).

An employee who is separated from a time-limited appointment is not eligible for priority consideration unless the appointment extends beyond three years.

Layoff Priority Consideration

An eligible employee shall receive priority consideration for a period of twelve months from the date of official written notification of separation by reduction-in-force. Employees who have priority status at the time their eligible application is submitted during the posting period will be considered as priority applicants until the selection process is complete.

If you are eligible for layoff priority consideration, priority consideration is provided to layoff candidates applying for positions as follows:

Position appointment type:

- Layoff priority applicants have priority at the same or lower appointment type

  Examples:
  - A permanent full-time employee who is notified of layoff has priority for permanent full-time and part-time positions.
  - A permanent part-time employee who is notified of layoff only has priority for permanent part-time positions.

Position level:

Banded to Graded Position:

- Layoff priority applicants have priority for positions at the same or lower salary grade (or salary grade equivalency) than that of the position held at the time of official written notification of layoff. The salary grade equivalency chart is available on the Office of State Human Resources website.

Banded to Banded Position:

- Layoff priority applicants have priority for another banded position with the same or lower competency market rate than that of the position held at the time of official written notification of layoff.

LAYOFF PRIORITY RE-EMPLOYMENT CONSIDERATION

Selection of Layoff Priority Applicants

Employees who are eligible for layoff priority consideration shall be interviewed and receive the job offer for any available vacant position for which he/she has priority consideration when the following conditions are met:

- The candidate has applied for the position, has indicated priority re-employment status on their application, and meets the minimum qualifications for the position; and

- The candidate could perform the job in a reasonable length of time, including normal orientation and training given any new employee.

If it is determined that an employee with layoff priority status and any other applicant have “substantially equal qualifications,” then the priority employee must receive the job offer.

- “Substantially equal qualifications” occur when the employer cannot make a reasonable determination that the job-related qualifications held by one applicant are significantly better suited for the position than the job-related qualifications held by another applicant.

- “Substantially equal qualifications” includes training or education; years of experience; and other skills, knowledge, and abilities required for the position.

Claiming Layoff Priority Consideration

If eligible, you automatically receive layoff priority status at the time you receive official written notification of separation by reduction-in-force under the University’s SHRA Layoff Policy.

In order to receive re-employment priority consideration, an individual with layoff priority consideration must indicate on their application for employment with the University or other state agency, that s/he has layoff priority consideration at the time of application. For most state positions, you will indicate layoff priority consideration when you complete the application for employment.

Other Employment Not Affecting Priority Status

You may accept the following types of employment and retain your priority consideration throughout the 12-month layoff priority consideration period:

- Employment outside State government;
- A State position not subject to the State Human Resources Act;
- A temporary position; or
- A contractual arrangement

However, as noted previously in this document, employment in a permanent, time-limited, probationary, or temporary State position will end any current severance payments.

LAYOFF PRIORITY RE-EMPLOYMENT CONSIDERATION

Ending Layoff Priority Consideration

Priority re-employment consideration ends when:

- An employee applies for a position at a salary grade equivalency or salary equal to or greater than held at the time of notification but declines an interview or offer of the position; or
- An employee accepts an offer for a State position at the same or higher salary than held at the time of notification; or
- An employee accepts a permanent or time-limited State position at the same salary grade equivalency or higher than held at the time of notification; or
- An employee accepts a State position at the same or higher competency level in the same banded classification as held at the time of notification, or
- An employee accepts a State position in a different banded classification with the same or higher journey market rate than held at the time of notification; or
- An employee with priority status accepts a position at a lower salary or lower salary grade equivalency than held at the time of notification but is subsequently terminated by disciplinary action or separation during their probationary period; or
- An employee has received 12 months priority consideration; or
- An employee who, after receiving official written notice of impending reduction-in-force, retires or applies for retirement prior to the separation date.

Priority re-employment consideration continues when a layoff candidate is placed, prior to the separation date, into a position within 35 miles of the employee's original work station, if the position is at a lower salary or salary grade equivalency than held at the time of notification and if the position is at the same appointment status (full-time or part-time) held at time of notification.

Probationary Period

An employee with layoff priority status, who has a break in service of more than 31 calendar days must serve another 12-month probationary period before career status is attained.

After Priority Expires

If a permanent position has not been obtained within the priority period, a person previously eligible for layoff priority will be considered under regular applicant procedures.

Appeal Rights

A career status employee with layoff priority who has reason to believe priority consideration was denied in a selection decision may appeal the decision through the University SHRA Dispute Resolution & Grievances policy. For additional assistance, contact Employee & Management Relations at (919) 843-3444 or emr@unc.edu.

GUEST ID INSTRUCTIONS

Former employees who no longer have an active Onyen (the name for UNC's universal log-in required to access various electronic resources on campus including UNC systems) and wish to view paychecks, Federal W-2 and update personal information can sign-up for guest access to ConnectCarolina.

Please note that guest access is not available to users with an active Onyen. Therefore, retirees (who are affiliates and still have their Onyen access) cannot sign up for guest access.

Guest ID Sign-up Process

Former employees who wish to sign up for a Guest ID may do so via the following website: https://account.itsapps.unc.edu/guestid/create.

To sign up for a Guest ID, you will need the following information:

- A non-UNC email account
- Social Security Number (SSN)
- A current address and phone number

Instructions

The first time that you log into ConnectCarolina using your Guest ID, you should click on the 'Home' link in the upper right-hand corner of the page before trying to access Self Service.

A confirmation email and link to establish the Guest ID password will be sent to the non-UNC email provided during the registration process. Once the password has been established, the user can log in to ConnectCarolina to update personal information as well as view paycheck data and W-2s issued since October 1, 2014.

If you have difficulty setting up your Guest ID account, please contact the IT Response Center at 962-HELP.

CAREER TRANSITION COUNSELING SERVICES

The University offers career transition counseling services to eligible employees through Lee Hecht Harrison (LHH). LHH is the global leader in creating and delivering career transition services. LHH is focused on developing and delivering the highest quality career transition and career development services to eligible employees that will assist them in connecting to their next position.

The employee will be notified of eligibility at the time of the layoff information session with the OHR Transition Specialist. Career transition counseling services include:

Milestones Workshop

The Milestones Workshop is designed to prepare the individual to conduct an effective search for new employment. The workshop includes:

- **Milestone 1: Survey Your Professional Environment:** Surveying the current state of your profession and industry, including the key trends shaping the future, and how these trends will affect your career goals.
- **Milestone 2: Determine Your Professional Objective:** A professional objective gives direction to your search, sets the tone for your resume and other communications, and helps you select and prioritize your contact and target lists.
- **Milestone 3: Constructing Your Resume:** A good communications strategy ensures that the key qualifications and assets supporting your professional objective are part of all written and verbal communications and directed to your target market audience.
- **Milestone 4: Define Your Market:** In order to conduct an effective job search, you must know precisely whom you are trying to reach.
- **Milestone 5: Gather Marketplace Information:** With your target market defined, you need to begin gathering information about your marketplace in order to identify organizations that are most likely to meet your personal criteria.
- **Milestone 6: Get Your Message Out:** Getting the message out about who you are and what you have to offer people who are likely to hire you is at the heart of the job search process.
- **Milestone 7: Talk With Hiring Managers:** Although it takes one person to make the decision to hire you, it generally takes many conversations with hiring managers to uncover the right opportunity.
- **Milestone 8: Consider Other Methods of Search:** Getting the word out by talking to people remains the most effective job search method, but there are other methods you will want to consider.
- **Milestone 9: Interview, Cultivate Offers and Negotiate:** Every discussion with hiring managers should be considered an interview.
- **Milestone 10: Transition into a New Position:** A successful transition is complete once you are established in your new role.

Personalized Coaching: Two one-on-one coaching sessions are offered to address and customize a plan to meet the individual’s specific needs and concerns.

Online Career Resources: Six months of access to Career Resources Network (CRN) to research companies, post a resume, view job postings from employers, participate in teleconference courses, and engage in services through your particular and preferred style of learning and e-learning Career Center with 12 self-paced programs (over 100 courses).

LHH Lifetime Career Connections and Resources: Access to a continuously updated online site with career management learning resources, a job bank, a resume posting site, the LHH alumni database, and an annual career physical and review with a LHH Career Coach --all at no charge for life. Access to LHH’s alumni version of the CRN.

RESOURCES FOR JOB SEEKING

The Office of Human Resources provides this information solely as a convenience and does not endorse or recommend any agency or service listed.

North Carolina State Employment Job Websites:

- UNC-Chapel Hill Careers: https://hr.unc.edu/careers/
- University of North Carolina Job Vacancies (system-wide): https://uncjobs.northcarolina.edu/
- Office of State Human Resources Job Vacancies for State Government: http://oshr.nc.gov/jobs/
- University Temporary Services (UNC-CH & NC State): http://jobs.ncsu.edu/
- North Carolina Department of Commerce, Division of Employment Security: https://www.nccommerce.com/jobs-training

Temporary Agencies and Other Job Websites:

- Temporary Agencies:
    - Ajilon (RTP): www.ajilon.com
    - Adecco Employment Services (Durham): www.adeccousa.com
    - Manpower (Durham): www.manpower.com
    - Randstad (RTP): www.randstadusa.com
    - Smither & Associates (Chapel Hill): www.smithernc.com
    - AppleOne (Raleigh): www.appleone.com
    - Procom Services (Cary; clinical and research): https://www.procomservices.com/en-us/about-us
- Job Websites:
    - Indeed: www.indeed.com/jobs
    - Monster.com: www.monster.com
    - Career Builder: www.careerbuilder.com
    - American Job Center: www.careeronestop.org
    - Best Jobs in the USA: www.bestjobsusa.com
    - Triangle Help Wanted: regionalhelpwanted.com/triangle-nc-jobs/

Local On-site Resources (Skill Training Programs, Career Services Programs and Placement Services)*:

Orange County Skills Development Center

- http://www.orangecountync.gov/467/Skills-Development-Center

Durham Tech Workforce Development

- https://www.durhamtech.edu/workforce-development

Division of Employment Security (DES) Offices/NCWorks Career Centers

- www.ncworks.gov/
- Use the “Find Local Offices” link on the website to find other DES locations.

Local Libraries (Computer Access)*:

Chapel Hill Public Library
100 Library Drive, Chapel Hill, NC 27514, Phone: (919) 968-2777

Carrboro Cybrary @ Carrboro Century Center
100 North Greensboro Street, Carrboro, NC 27510, Phone: (919) 918-7387

Orange County Public Library
137 W Margaret Ln. Hillsborough, NC 27278, Phone: (919) 245-2525

* On-site services may be limited during the COVID-19 pandemic. Contact the resource/library for more information.

TIPS FOR RESUME WRITING

Purpose

Resumes do not get you a job, they get you an interview. Your resume must pass the "5 to 15 second glance test" because employers receive hundreds of resumes and only glance over them to find those that catch their eye. You need to ensure your success by paying attention to your resume's appearance, format, and content.

Organization

- Expect to write more than one revision. Always revise your resume to fit the specific position for which you are applying.
- Be brief, concise and action-oriented. Use action words to describe skills and accomplishments.
- Quantify with numbers, dollar amounts and percentages whenever possible. For example, "Organized event for 200 people that raised $2,000 for club charity fund raiser."
- Use bullets to set off each major idea of your background, skills and experience.

Types of Resumes

There is no *one* perfect resume style. Each style has strengths and you will need to find the one that is appropriate for you based on your experience and your personal preference. There are three basic formats: *chronological*, *functional* and *combination*. Choose the format that best highlights your strengths, skills and accomplishments.

The **chronological** resume is, as the name implies, a chronological listing of your job titles, which generally starts with your current or most recent employment and goes backwards. This style may not be suitable for those just out of school or for those changing careers.

- Use chronological format if you are seeking a similar position or a more senior position of the same type and in a closely related industry.
- Chronological format is good for demonstrating growth in a single profession.

The **functional** resume organizes your experience in terms of skills and accomplishments to show career history and to place accomplishments in context, a brief chronology of employers, position, and dates.

- Functional format is best when you need to show your ability to perform in a somewhat different job or to handle the requirements of a position in a different industry.
- Functional format is good for career changers, frequent job changers, and those with limited experience.

The **combination** resume is a combination of both the chronological and the functional format. It demonstrates your skills and experience as themes and then your employment experience follows chronologically. A combination resume is recommended for mid-career changers and recent graduates.

For sample resumes go to:

- Indeed.com: https://www.indeed.com/profile/resume-templates
- Monster.com: https://www.monster.com/career-advice/cover-letter-resume/resume-samples

TIPS FOR RESUME WRITING

Appearance

- "Error Proof" your resume. Proofread after you spell check and have others proofread, too. Spelling errors, poor formatting, omitting key information, and font size smaller than 12 point may keep you from being considered for an interview. Use a standard print typeface for easy reading.
- Be sure to leave plenty of margin space (approximately 3/4 to one inch). Better to use two pages than to squeeze everything on one page. Always double space between sections and have no more than 5 bullets per section.
- Use standard letter size bond paper in white, ivory, cream or gray with black print. Use letter quality or laser printers. Photocopies should be sharp and clean. Black spots, smudges or shadows are not acceptable.
- Special effects are primarily used for the creative industries of public relations, advertising, marketing, and the media. Others should be conservative in nature.
- Most online sites allow you to upload a copy of your resume in Word or as a PDF. Your formatting is more likely to stay consistent if you provide a PDF copy.

Content

- DO replace the job objective statement with a career summary. Emphasize matches between job requirements and your job-specific knowledge, skills, abilities, attitudes, and experience.
- DO use years for your timeline, for instance, 2003-2005. Application forms for some jobs may require more detail for work history dates, but your resume does not.
- DO include activity in professional, trade, or civic associations, including religious organizations, but only if those activities or associations directly relate to the responsibilities of the position.
- DO NOT put "Resume" at the top of the page or add "References available upon request"; these are assumed, so they don't need to be indicated. Use the space for better purposes.
- DO NOT use a nickname or email address that may appear unprofessional or offensive.
- Do begin phrases with "accomplishment" action verbs and phrases:

Administer	Deliver	Implement	Notify	Recruit
Advocate	Demonstrate	Initiate	Observe	Repair
Analyze	Design	Inspect	Operate	Represent
Assemble	Develop	Install	Organize	Research
Assist	Direct	Interview	Perform	Review
Balance	Draft	Investigate	Persuade	Schedule
Budget	Establish	Maintain	Plan	Supervise
Build	Evaluate	Manage	Prepare	Synthesize
Coach	Facilitate	Market	Process	Test
Coordinate	File	Mediate	Produce	Train
Consult	Formulate	Monitor	Program	Transcribe
Counsel	Gather	Motivate	Promote	Utilize
Create	Identify	Negotiate	Record	Write

TIPS FOR RESUME WRITING

Resume Proofreading Checklist

- Is the pertinent personal data correct? Email, phone number, address?
- Does your resume emphasize your contributions and achievements? Does it show with accomplishment statements problems you have successfully solved?
- Does your professional summary or objective statement briefly state your employment goals without getting too specific to rule you out of consideration for other jobs?
- Does your professional summary or objective statement focus on what you can bring to the employer rather than what you want from the employer?
- Have you included any professional degrees obtained?
- Have you included professional courses in a Professional Development Section?
- Have you removed any content that does not support your candidacy?
- Have you avoided listing irrelevant job responsibilities or job titles?
- Is your resume easy to read? Have you evaluated the organization/layout of the page? Is there too much or not enough underlining, bolding, italicizing, or bullets?
- Have you included length of employment, employer, and scope of position?
- Is your highest education level attained shown first in the education section?
- Is the resume long enough to present yourself in a good fashion but short enough to make the employer bring you in for more information?
- Have you included any volunteer/community service activities that could strengthen your candidacy?
- Have you put the first draft away for a few hours or a day before proofreading again for spelling and typographical errors?
- Have you asked friends and family to proofread the final draft for complete information?

Time Saving Tip

Create your accomplishment statements from your master list of accomplishments you created earlier.

Work History Documents

If you do not have a resume and need to start from the beginning, gather all the documentation you have from your work history – past resumes, job applications, performance reviews, letters of recommendation, etc., to create your resume.

BEHAVIOR-BASED INTERVIEWING

Introduction

Unless you are prepared, behavior-based interviews can prove to be quite unsettling. With behavior- based interviewing, the interviewer will expect you to talk about yourself by describing specific examples of how you applied knowledge, skills, and abilities to work situations. With this kind of interviewing, you are afforded the opportunity to highlight your:

- Skills - Can you *do* the job?
- Abilities - Can you *learn* the job?
- Personal qualities - Are you a *good fit* with the team?
- Enthusiasm for the position - Do you *want* the job?

As with any interview, it is only natural to experience anxiety. However, if you have practiced your interviewing techniques well in advance, you will be more focused and in a better position to answer questions that you had not anticipated. Here are a few tips to follow.

1. **Research** the job and the type of position for which you are applying. Learn as much as you can about the position. If possible, obtain a copy of the actual position description and/or most current work plan. Contact other professionals currently working in the field within the University or another State agency. Conduct internet and newspaper searches to aid in your research.
2. **Analyze** the match between your skills and the job. Determine which of your skills best suits the requirements of the position. Be able to “tell a story” of how you used those skills by identifying examples from past experiences that demonstrate those skills. Think of examples for each major job responsibility of the position for which you are applying.
3. **Prepare** examples of a time when a situation did not turn out as you planned. Highlight what you learned from the situation. Mistakes happen and are expected. Not being able to admit you have made mistakes or not learning from your mistakes is what will make the interviewer less likely to hire you.
4. **Identify** a few (2-3) of your best qualities and decide how you will convey these during the interview. Be sure to have examples (tell a story) that demonstrate these attributes.
5. **Develop** 2 or 3 of your own job-related questions to ask at the interview.

Preparing for a Behavior-based Interview

Before your interview, prepare answers that describe specific situations that required you to perform a job-related action and explain the outcome of your action. You can prepare for a behavior-based interview through the following steps:

1. Identify what areas you think are important for success in the job for which you are applying.
2. Think about your accomplishments that match the job criteria.
3. Do not be modest in describing your qualifications. The intent is for you (the interviewee) to sell yourself by telling a story (with a beginning, middle and an end) that conveys how you applied a practical skill in a relevant business or comparable setting.
4. Decide how you can briefly give an example of the situation or task without getting too detailed. Then describe the action you took in terms of what you did, how you did it, and the result. A helpful hint would be to remember the initials “STAR” for “Situation or Task, Action, and Results.”
5. Use the behavior-based interview as an opportunity to prove to the interviewer you are the best person for the job.

BEHAVIOR-BASED INTERVIEWING

Five Steps in Responding to Behavior-based Interview Questions

In order to respond to most questions in a behavior-based interview, remember the following steps:

1. It is ok to ask for a few minutes to gather your thoughts. Take a few minutes to determine the best example and think about how you are going to tell your story.
2. Describe the specific situation that you faced while working (you can include any volunteering or internships).
3. Establish the who, what, when, where and why of the situation:
   a. *Who*: Who did you use your spoken communication skills with in this situation.
   b. *What*: was your job and to whom did you report?
   c. *What*: What happened? Give a clear description of the situation in detail.
   d. *When*: When did the situation occur? Define the time frame and when it occurred.
   e. *Where*: Where did it occur? What were the setting, scene, and place?
   f. *Why*: Why was there an issue or event? Explain why this occurred.
4. Describe the specific action you took, mentioning why you made certain choices.
5. Describe the outcome (either success or failure) as a result of your actions.

TRADITIONAL QUESTIONS	BEHAVIOR-BASED QUESTIONS
(closed-ended, yes or no answers)	*(open-ended, encourages discussion/description)*
1. Did you like your last job?	1. Tell me about your last job.
2. Was your supervisor helpful to you?	2. Give me an example of a time you disagreed with your supervisor.
3. Did you use problem solving skills?	3. Describe a time when you were faced with a problem that tested your coping skills? What did you do?
4. Can you write well?	4. Describe the most significant written document, report, or presentation you have completed.
5. Do you know how to use a computer?	5. Describe your use of the computer in your work.
6. Are you loyal to the organization?	6. Tell me about a specific occasion when you conformed to a policy even though you disagreed.
7. Are you goal oriented?	7. Give me an example of an important goal you had to set and how you went about reaching that goal.

BEHAVIOR-BASED INTERVIEWING

More Examples of Behavior-Based Interview Questions

- Tell me about a time at work when you had to make a quick decision.
- Give an example about a time at work when you had to make a difficult decision.
- Tell me about a specific situation at work when you had to use your spoken communication skills to get an important point across.
- Describe a situation in which you had to use your communication skills in presenting complex information. How did you determine whether your message was received?
- Tell me exactly how you dealt with an upset customer.
- Explain your experience in having to go above and beyond in order to get a job done.
- Give an example to illustrate how you followed a policy even though you didn't agree with it.
- Share with me an example of an important personal goal that you set and explain how you accomplished it.
- Lead me through a decision-making process on a major project you've completed.
- Tell us about a time when you had many different tasks given to you at the same time. How did you prioritize and manage these?
- Tell us your experience in working in a stressful environment. How did you handle the stress?
  How did you know when you reached a point of overload? What did you do at this point?
- Tell about a time when you had to work a significant amount of overtime. How did you cope?
- The office you will be assigned to receives about 50 calls a day. Give examples to show how you get work done with frequent interruptions.

General Interviewing Tips

- To develop interviewing skills, free assistance is available at your local NCWorks Career Center.
- Practice using the behavior-based interview method yourself, even if the interviewer is not asking behavior-based interview questions.
- Look professional. Professional appearance is an important part of the interviewing process. Conservative attire creates a positive first impression.
- Think positive. Feeling positive projects confidence and enthusiasm.
- Listen to the interviewer. Active listening helps to establish rapport and provide cues for how you should act in the interview.
- Allow plenty of time for traveling and parking. Arrive no more than 10 minutes early.
- Keep in mind that some behavioral questions will take you a few moments to construct your answers. The interviewer will expect you to give adequate thought to your responses.
- Remember that you must project a positive impression and demonstrate that you are the best candidate for the job.

We hope that you find the information provided in this guide helpful. If you should have additional questions, please contact the OHR Transition Specialist at (919) 843-2300.